

Striking the right chord in corporate volunteer recruitment

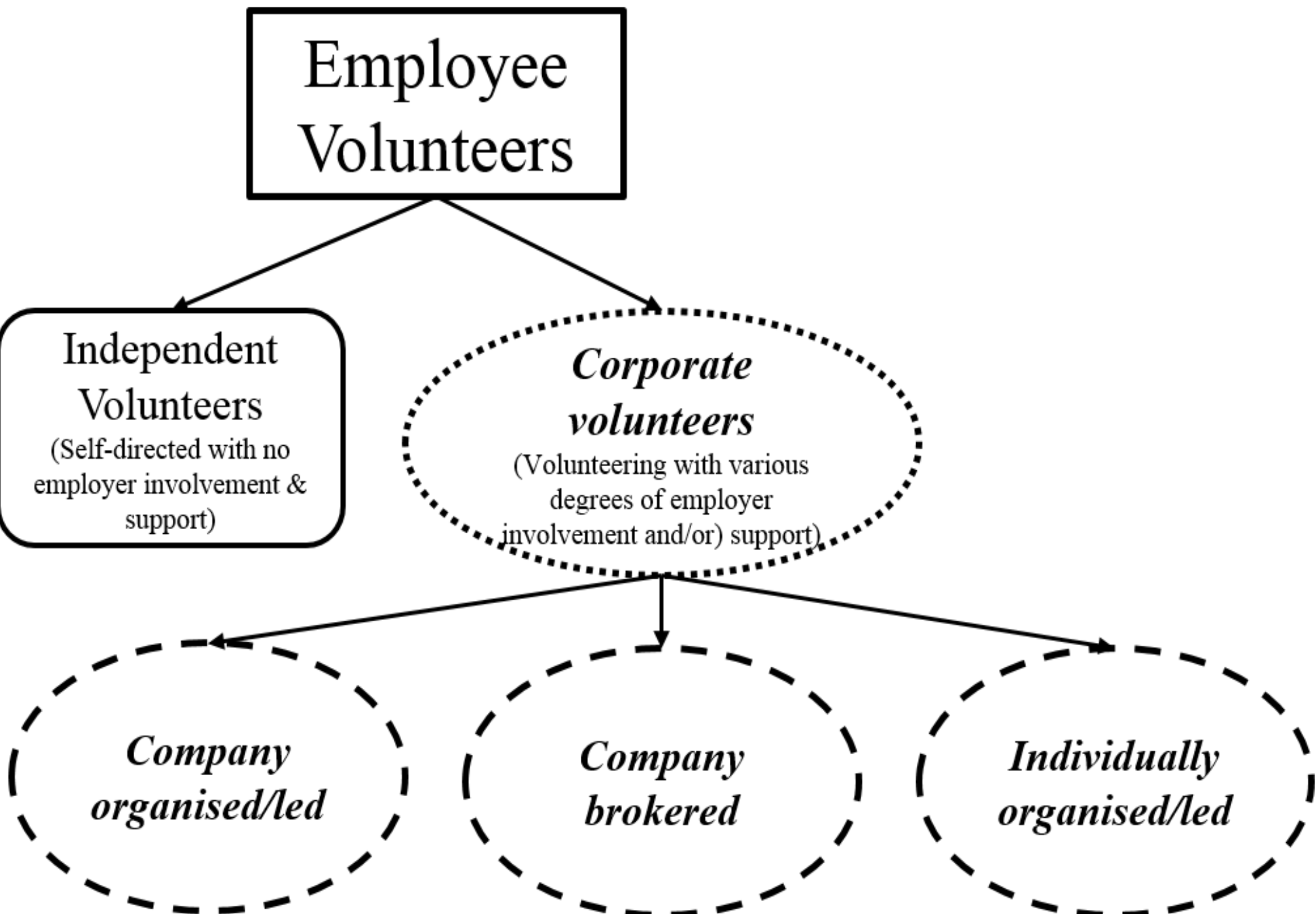
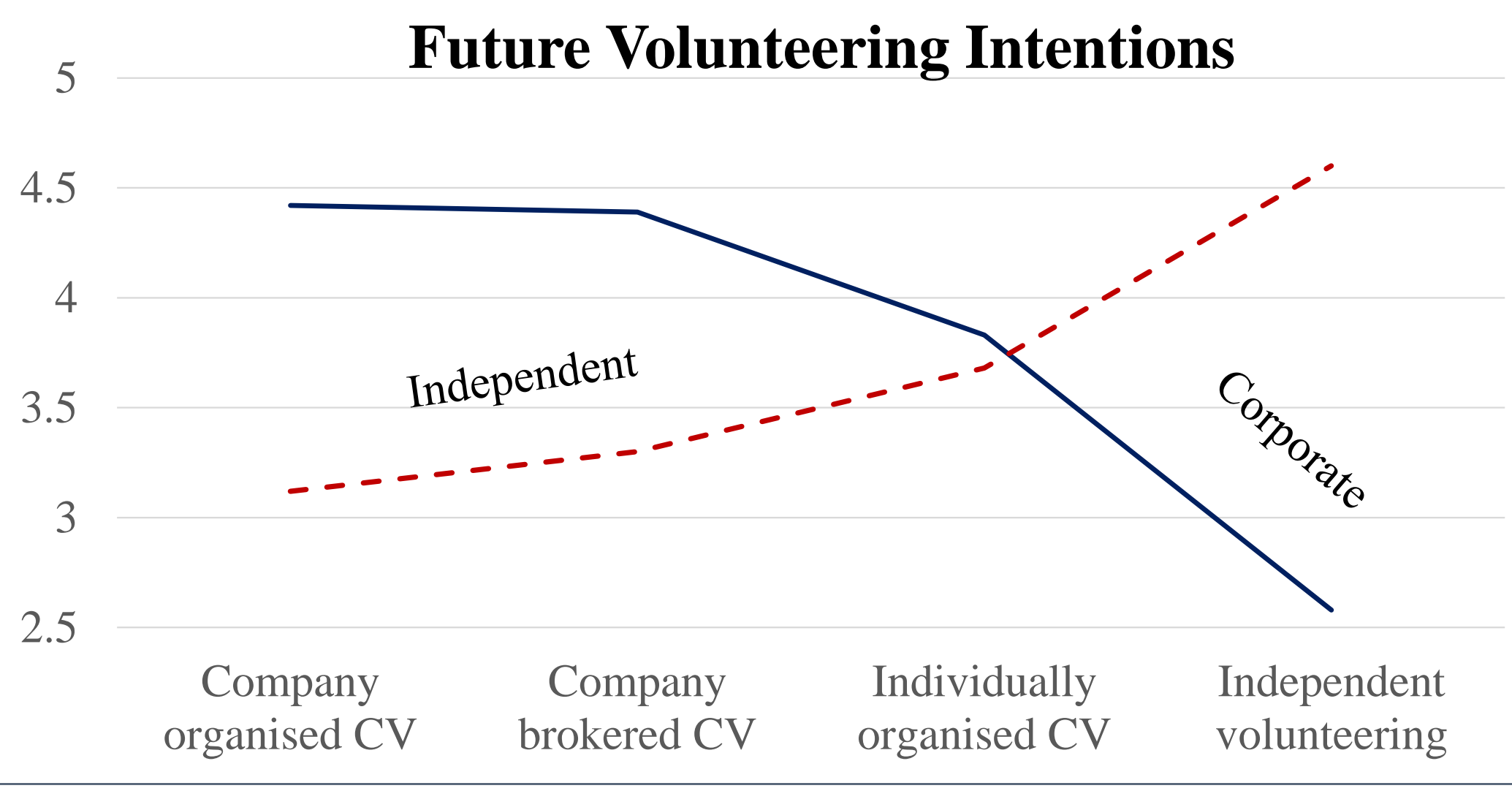
Background Information

- Volunteering, in general, contributes to social capital and community well-being (Muthuri, Matten, & Moon, 2009)
- One of the barriers to volunteering is time pressure, which some types of corporate volunteering can alleviate (paid time off) (Hustinx, 2010; Smith & Cordery, 2010)
- Corporate Volunteering, as a volunteering trend, is on the increase, while participation rates are said to be below expectations
- Corporate managers face various pressures, internal and external, to engage employees in corporate volunteering activities (Roza, 2016)
- Corporate Volunteering comes in many shapes and forms, rendering its exploration complex
- Providing a rationale for volunteering engagement in an autonomy supportive way is said to result in desirable outcomes

Study 1

Research questions	Method
RQ1 What motivates corporate volunteers?	Participants 264 employees from 5 sectors <ul style="list-style-type: none">• Female 63%, male 37%, mean age 38, mean tenure 8.6 years, 53% held a university degree
RQ2 What are the future volunteering intention of employees?	Measurements & procedures <ul style="list-style-type: none">• Multidimensional Work Motivation Scale (Gagne et al., 2015)• Future volunteering intentions item• 10 minute online questionnaire

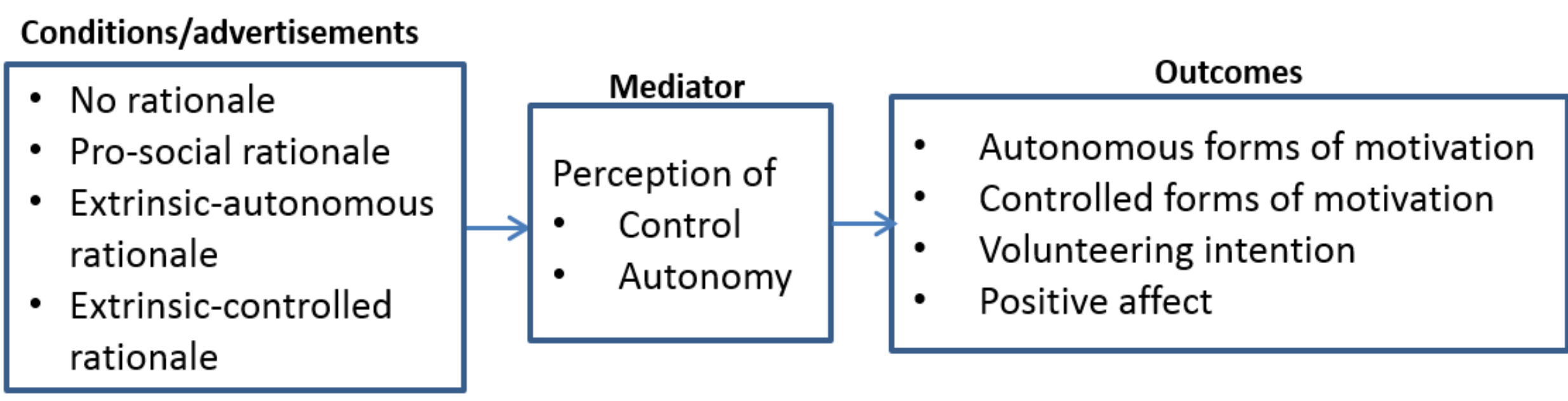
Results

Volunteer Categorisation 	RQ1 Volunteering to avoid the feeling of guilt was linked to 1.7 times higher likelihood of participating in company organised, as compared to other, corporate volunteering [Exp(β)=1.67, BCa CI(1.146; 2.436)]	Future Volunteering Intentions 
		RQ2 <ul style="list-style-type: none">• Corporate volunteers had the highest intentions to volunteer through their company in the future Independent volunteers had the highest intentions to continue volunteering in their own time without employer support

Study 2

Research questions	Method
RQ1 How does rationale in volunteering recruitment advertisements influence volunteer motivation and outcomes?	Participants <ul style="list-style-type: none">• 142 employees from 3 companies• Female 80%, male 20%, mean age 42, mean tenure 7.9, 51% held a university degree
RQ2 How do autonomy and/or control in volunteering advertisements influence volunteer motivation and outcomes?	Measurement & Procedures Multidimensional Work Motivation Scale (Gagne et al., 2015); PANAS (Watson, Clark, & Tellegen, 1988); perceived autonomy/control (Jang, Reeve, & Deci, 2010); prosocial identity (Grant, 2008)
RQ3 Does control explain the relationship between rationales and volunteer motivation and outcomes	<ul style="list-style-type: none">• 10 minute online questionnaire• Each participant read either a no rationale, prosocial rationale, extrinsic autonomous• or controlled rationale advertisement which they related their survey answers to

Preliminary Results

RQ1 <ul style="list-style-type: none">• No direct link between rationales and motivation, volunteering intention or positive affect RQ2 <ul style="list-style-type: none">• Extrinsic rationale, both communicated in an autonomy supportive (“may”, “can”) or controlling way (“should”, “ought to”), positively relate to employees perception of control		RQ3 <ul style="list-style-type: none">• It seems that extrinsic rationales are linked to the perception of control• However, control is also linked to higher motivation in general, enhanced positive affect and increased volunteering intention Additional analyses <ul style="list-style-type: none">• Autonomy supportive language, e.g. using “may”, “would like to” is also linked to the perception of control
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Conclusions

- Corporate volunteering motivation may depend on the type of volunteering undertaken, company organised, company brokered or individually organised corporate volunteering
- Corporate volunteers in general are more likely to continue volunteering through their employer in the future, potentially increasing the overall volunteer numbers of those that might be time poor and welcome company support for volunteering
- Extrinsic rationales in corporate volunteer communication may lead to higher perception of control, and in this sample higher control is also linked to positive outcomes
- Thus, low level of pressure and the lack of choice of charity may be balanced by the provision of structure and organisational support for volunteering

